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ABSTRACT

This report provides basic information about the responsibilities and roles of governors in relation to education. Information was derived from published sources and supplemented by a questionnaire sent to all governors' offices. The information is concerned primarily with structural and legal arrangements that shape the governor's formal role in education policy-making. It does not attempt to examine the informal and subtle ways in which governors influence policy. The authority of the governor is felt in the areas of policy-making in which the governor can propose legislation, veto legislation, veto appropriations, and set general policies and regulations that apply to all parts of state government; in budget recommendations; and through the governor's appointment authority, which can be felt at both the elementary/secondary level and the higher education level. The governor's influence can also be felt through the staffing of the governor's office for liaison with education and through his or her role in the implementation of federal laws and aid. A number of charts supplement the text. A list of the governors, chief state school officers, and state higher education executive officers of the states and Puerto Rico is included. (Author/IRT)

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# The Role of the Governor in Education:

## An Information Overview

education commission of the states

EA 012 274

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# THE GOVERNORS' ROLE IN EDUCATION

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April 1979

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## INTRODUCTION

This report provides basic information about the responsibilities and roles of governors in relation to education. Information was derived from published sources and supplemented by an ECS-designed questionnaire sent to all governors' offices. A majority of the states and Puerto Rico responded to the questionnaire. However, since many of the responses were partial, there is selective reporting in some items.

All governors play a significant role in education. The information in this report is concerned primarily with structural and legal arrangements that shape the governors' formal role in education policy making. Governors also play an important informal role in shaping education policy by virtue of the broad powers that all governors have as chief executive officers of their states. This study does not attempt to examine the informal and subtle ways in which governors influence education policy; instead it concentrates on the formal role of the governor in education policy making in the state.

The impetus for this report came from a request from Peter O'Donnell, then a member of the staff of the National Governors' Association (NGA). A preliminary report was made to a meeting of the education subcommittee of NGA at their April 1978 meeting in Santa Fe, Mexico.

Dr. Russell W. Meyers and two student interns, Steve Burnau and Larry Bussey, (University of Colorado) worked with the questionnaires and did follow-up telephoning in order to assure responses. Dr. Meyers analyzed

the questionnaire responses and prepared a first draft of this report. The final draft of the report was prepared by Jane Muller of the Education Commission of the States (ECS) staff, with the advice and assistance of Doris Ross of the ECS research and information department. Aims McGuinness, ECS federal relations coordinator, contributed the section on federal legislation.

## I. Authority of the Governor in Education

The governors of the states have varying responsibilities for elementary/secondary and postsecondary education. Gubernatorial powers related to education are derived in part from the governors' general powers and authority as chief executive officers of the states. The governors' formal roles in education are exercised through power to recommend and manage the budget, through power to recommend legislation and establish policies and regulations for all state agencies and through power to make appointments to boards.

The governors' role in recommending the budget for education is a central part of their influence on education. In most states, the governor is responsible for presenting to the legislature recommendations about funding levels for education at all levels.

Governors in 45 states and Puerto Rico develop an executive budget and submit it to the legislature. While most state legislatures have an expanding role in determining the level of the budget, the governor generally holds the initiative in recommending funding priorities. In 43 states the governor has line-item veto power

over budget items, so that budgets passed by the legislature can be brought into line with both anticipated revenues and the governor's original priorities. The governor's fiscal influence on the budget is the most powerful executive policy tool in most states.

However, state-level education funding is somewhat less subject to the governor's budget influence than are some other state functions such as health or corrections, because both elementary/secondary and postsecondary education also are funded from sources other than the state. Local government funding is the largest source of support for public schools in more than half the states and in most states the state share of public school support is distributed through a statutory formula. This substantially limits the flexibility that the governor has in proposing public school budgets.

The governor usually has more latitude in proposing budgets for postsecondary education because higher education funding formulas are not statutory. Generally, such formulas are guidelines for funding instead of rigid funding requirements. Since a substantial portion of most higher education budgets comes from tuition, federal funds and other sources, the state appropriation may be as little as one-third, and is seldom more than three-fourths, of the total budget for any public higher education institution.

A second area of influence on education is through the governors' appointment powers. The governor appoints most of the state-level

board members in a majority of the states. In this way the governor determines the kind of leaders who will have the formal responsibility for the establishment of policy and regulations within the broad framework of their statutory authority.

A third area of gubernatorial influence in policy making is through sponsorship of education legislation and the establishment of general policies and regulations that affect all parts of state government. These areas include personnel and employment, expenditures, purchasing, other fiscal operations and administrative practices. Sometimes postsecondary education is exempt from some of these policies but not all of them.

A fourth area of increased importance in recent years has been the governors' roles with regard to the regulation and approval of federal funds that come to the state for a variety of programs. As a later section indicates, federal law authorizing funds for education programs most often overlooks the gubernatorial role in education.

A. Policy-Making Authority

In general, there are four principal avenues of gubernatorial policy-making authority: proposal of legislation, veto of legislation, appropriation vetos (whether line-item or not), and general policy and regulation authority that applies to all parts of state government. North Carolina is the only state where the governor does not have veto power. Most states require a veto override vote of two-thirds of the

elected members of the legislature. The second most popular provision for override of governors' vetos is by a two-thirds vote of those legislators present. A majority of states provide their governors with line-item veto authority for appropriations measures (see Appendix A).

B. Budget Authority

In each state, budget recommendations are developed for the governor's consideration by a state agency or agencies (see Appendix B). In most instances, as Appendix B indicates, agency directors are appointed by the governor. Thus, it is possible for the governor to impose his influence on agency budget recommendations.

Beyond the general preparation of the budget, fiscal authority of governors varies considerably. In Massachusetts, for example, cost increments included in postsecondary collective bargaining agreements must be approved by the governor; while in Maryland the governor has approval authority for department requests to amend schedules for disbursement and apportionment of the appropriations made. The governor in Maryland also may reduce, with approval from the board of public works, by not more than 25 percent, any item of appropriation he deems unnecessary, but this clause does not extend to the public schools.

Only a limited number of states currently have in place general tax and/or spending limitations, but a majority of

states have such spending limitations under discussion. In November 1978, at least 12 states approved such measures.[1] In general, tax or spending limitations will place constraints on both the legislature and governor, limiting their authority to recommend or enact legislation providing funding for education.

In a majority of states the power of the legislature to change the budget is constrained only by the available revenues and by limitations on taxes and spending. Four states have additional limits on their legislative budget alteration authority:

- Nebraska A 3/5ths vote is required to increase the governor's recommendations; a majority vote to decrease or reject such items.
- Maryland The legislature may decrease but not increase the budget except appropriations for the legislature and judiciary.
- New York The legislature may strike out items, reduce items, or add separate items of expenditures.
- West Virginia The legislature may not increase items in the budget bill except appropriations for legislature and judiciary.[2]

A more detailed discussion of budgeting and of the governor's authority in the budget process is contained in the Book of the States.[3]

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[1]Legislative Review (Education Commission of the States, November 13, 1978, Vol. 8, No. 19).

[2]Book of the States, 1978-79; Council of State Governments, Lexington, Kentucky, pp. 142-145.

[3]Ibid, pp. 112-150.

C. Appointment Authority

Direct policy-making authority for education in America is generally delegated to lay boards in both elementary/secondary and postsecondary education. Thus, the influence of the governor and legislature on education programs, policies and regulations is mediated by citizens. All states have lay boards (frequently several layers of such boards) for individual public institutions of postsecondary education, or groups of institutions, and all but three states, Vermont, Delaware and Wyoming, have statutory state-level boards for higher education.

An important influence of governors on education policy is through appointment of board members. The following is a brief summary of the governor's appointment authority, which is elaborated on in Appendices C-1 and C-2 (see pages 25-32) In addition, a summary of appointment authority for certain other specialized state-level boards is included in the appendix.

1. Elementary/Secondary Appointive Powers

In 20 states the governor has the authority to appoint all members of the state board of education (SBE) while in twelve states the governor appoints a majority of board members. In Louisiana, the governor appoints three of the eleven board members; while in South Carolina, gubernatorial appointive authority extends

only to a single board member. In summary, the governor has some appointive authority in 34 states.

Fifteen states have elected state boards of education. In New York the legislature selects board members and in South Carolina the legislature selects all but one member. In Puerto Rico, there is no state board of education. In Florida, a constitutional provision designates the governor and his elected cabinet officials as the state board of education. The cabinet includes the secretary of state, state treasurer, attorney general, commissioner of agriculture, state comptroller and the commissioner of education. In five states, Alabama, Florida, Michigan, Montana and Tennessee, the governor serves as an ex-officio board member.

The chief state school officer (CSSO), who serves as the executive officer (administrative officer or secretary) for the state board, is selected by the board in 28 states and is elected in 18 states. In Maine, Pennsylvania, Tennessee, Virginia, New Jersey and Puerto Rico, the chief state school officer is appointed by the governor; in Virginia and Maine, the governor's appointment is subject to confirmation by the general assembly and in Pennsylvania and New Jersey by the senate.

The governor has maximum influence when he/she appoints both the chief state school officer and a majority of the state board of education. (Tennessee, New Jersey). The

governor's influence is at a minimum when the CSSO is elected and a majority of the states board is not appointed by the governor. (Louisiana, South Carolina).

2. Postsecondary Appointive Powers

Virtually all of the states have some provision for a statutory or constitutional state-level agency with coordinating or governing responsibility over all, or a major part, of postsecondary education. The governor has appointive authority for all or some of the board members of these central state agencies in 46 states. In New York, the 15-member Board of Regents of the University of the State of New York is selected by the legislature, while in North Carolina, the majority of the 32 members of the Board of Governors of the University of North Carolina is elected by the legislature. In Michigan, a majority of state board of education (which also coordinates postsecondary education) members is elected and in Nevada all nine members of the board of regents (constitutional governing agency) are elected. In addition, in Arizona and Montana, the governor serves on the board in an ex-officio capacity. In Washington, the governor appoints a person to serve as his/her representative on the board. In Rhode Island, the governor sits on the board when the board is engaged in the selection of a commissioner.

Appendix C-2 divides state-level agencies for post-secondary education into governing or coordinating boards with either statutory or constitutional authority. Within each classification the actual scope of agency authority varies.

In most states, the executive director of the state-level agency is appointed by the board and generally serves at the pleasure of the board. In Arkansas and New Jersey, the executive officer is nominated by the board and confirmed by the governor. In Pennsylvania, the governor-appointed secretary of education serves as the chief executive officer.

Delaware and Vermont do not have statutory or constitutional state agencies. For postsecondary education, however, each state has a postsecondary planning commission (1202). In Wyoming, the higher education council was recently dissolved by the state legislature. Appendix C-2 further elaborates on the relationship of the governor to the statewide agencies for postsecondary education.

In addition to gubernatorial appointment authority for state-level postsecondary agencies, governors have major appointment authority for public institutional governing boards. In most instances, the governor appoints a majority of the governing board members,

sometimes with the consent of the senate (see Appendix D). In some states, Ohio for example, the governor appoints all of the members of governing boards with confirmation by the senate. Several states elect governing board members for one or more institutions; Colorado (University of Colorado), Illinois (University of Illinois), Michigan (3 boards), Nebraska (University of Nebraska) and Nevada (University of Nevada). Overall, appointment authority of the governor is substantial in postsecondary education. Information on additional state-level boards, reported for this study, may be found in Appendix F.

## II. Staffing the Governor's Office for Liaison with Education

### A. Secretary of Education

One mechanism employed to bring education policy in closer contact with the executive branch of government has been the creation of an office of secretary of education. Six states and Puerto Rico have such an office designated; Kentucky (1976), Massachusetts (1971), New Mexico (1977), Pennsylvania (1969), South Dakota (1973) and Virginia (1972). In Pennsylvania and Puerto Rico, the secretary also serves as the chief state school officer. In Kentucky, in 1976, the position of secretary of education changed from that of the elected chief state school officer to a gubernatorial appointment; the secretary is part of the governor's cabinet and

serves as coordinator of eight separate agencies that fall within the education and arts cabinet which he heads.

In New Mexico, the position of secretary of education, initially created by executive order, now has a statutory basis with senate confirmation; the secretary is chief advisor to the governor on educational matters. Three other states and Puerto Rico have a statutory basis for the position of secretary of education. In South Dakota, the position was established by executive order, which created a cabinet-level department of educational and cultural affairs.

B. Education Staff in Governor's Office

A majority of the governors have an individual, or individuals, assigned on a full-time or part-time basis to education matters. Usually, the governor's education aide covers all levels of education and functions as a liaison with education interest groups, organizations and associations. A majority of the governors' education aides also cover areas in addition to education.

The governor's education aide may or may not provide liaison on education legislation for the governor; liaison with the legislature is often handled by one individual for all areas of contact between the governor and the legislative.

III. The Role of Governors in State-Level Implementation of Federal Laws

Federal education laws usually establish relationships between the

federal government and specific entities within states. Only in a few instances, mostly at the higher education level, is the relationship one between the federal government and the "state" as a legal or political entity. For most elementary/secondary laws, for example, the term "state" is used interchangeably with "state educational agency" (SEA).

Because of this pattern in federal law, reinforced by state education structure and tradition, governors have had a limited role in federal education programs.

This was not always the case. The First Morrill Act of 1862 (7 U.S.C. 301-308) provided for "...donating public lands to the several States and Territories which provide colleges for the benefit of agriculture and the mechanics arts." (Emphasis added) The act stipulated that "no State shall be entitled to the benefits of this act unless it shall express acceptance thereof by its legislature within three years from July 23, 1866." Provisions were also made for participation of states joining the Union in subsequent years.

The Smith-Hughes Act of 1917 (20 U.S.C. 11-28), providing payments to states for vocational education, required that "any State shall, through the legislative authority thereof, accept the provisions of this Act..." The act also required that the state, through its legislative authority, create a state board of vocational education to administer that act in the state. This special function created in response to the Smith-Hughes Act still exists in all of the

states. Until the Higher Education Amendments of 1976, the Vocational Education Act of 1963 required that this state board be the "sole state agency" for administration of the federal vocational program within the state. Although the initial creation of the state board under the 1917 act involved the governor and legislature, over the years the "sole state agency" requirement effectively separated the state board for vocational education from direct influence of general government officials of the state. Some influence was maintained by the governor in most states through the power to appoint members to the board.

The Higher Education Amendments of 1976 continued the "sole state agency" requirement but removed specific reference to the Smith-Hughes Act board. The new language refers to the "state board" designated or created by state law as the "sole state agency...". Despite these changes, no state has acted to change the designation of the state board. The relationship of the federal government to the states in vocational education continues to be primarily through the state board and the state director of vocational education.

The requirement in both the Morrill Act and the Smith-Hughes Act that the state legislature accept the federal assistance was not repeated in subsequent major federal education legislation. At the elementary/secondary level, both the National Defense Education Act of 1958 (NDEA) and the Elementary and Secondary Education Act of 1965 (ESEA) establish a direct relationship between the federal government and the state educational agency (SEA) for the purpose

of carrying out the federal laws within the state.

For example, NDEA Title III, Part A --- Grants to States, authorizes appropriations for "making payments to State Educational Agencies". Section 303 requires "...any state which desires to receive payments under this part shall submit to the Commissioner, through its state education agency, a state plan..." (Emphasis added).

Title I of ESEA states that "the Commissioner shall...make payments to State Education Agencies for grants made on the basis of entitlements created under this title. Under the provisions of subsection 434 of the General Provisions Act, States applying for most elementary and secondary programs operated by or through States must submit to and maintain on file, with the U.S. Commissioners, a general application. The general application must include an assurance "that the State will, through its State Educational Agency, provide for such methods of administration as are necessary for proper and efficient administration of the program to which the general application applies." Nevertheless, the law does not state explicitly that the other assurances required in the application be made by or through the SEA. In practice, however, the assurances are provided by the SEA.

In general, federal elementary and secondary statutes treat SEAs as instrumentalities for carrying out federal programs within states. NDEA, ESEA and related laws define "state educational agency" without the reference found in the Vocational Educational Act to "designated or created by State law." Therefore no explicit

provisions are made in federal law for involvement of the governor or state legislature in accepting assistance or in establishing the state administrative structure for carrying out the federal law.

The assurances that states must provide under NDEA and ESEA relate primarily to proper and efficient administration of federal funds. They do not involve major fiscal and legal commitments by states, especially related to use of state funds. The Education for All Handicapped Children Act (PL 94-142), on the other hand, is a dramatic departure from that pattern. PL 94-142 is similar to other statutes in that it requires that state applications and state plans be submitted to the U.S. Commissioner "through the State Educational Agency." The statute also requires that the SEA be responsible for carrying out the federal law in the states.

What is different about PL 94-142 is that it requires states to make fiscal, legal and administrative commitments related to state funds and programs as a condition for receiving federal assistance. As two examples, PL 94-142 requires the states, as a condition for eligibility;

- to have "in effect a policy that assures all handicapped children the right to a free appropriate public education," and
- to assign to the state education agency responsibility for assuring "...that all educational programs for handicapped children within the State, including all such programs administered by any other State and local agency, will be

under the general supervision of the persons responsible for educational programs for handicapped children in the State educational agency and shall meet educational standards of the State Educational Agency."

The effect of these and other provisions of PL 94-142 is to put the SEA in a position of making state fiscal and legal commitments which, in most if not all states, can only be made by the governor and state legislature.

In contrast to the pattern in elementary/secondary education, most federal postsecondary education laws provide assistance directly to students and do not recognize the role of states. In those higher education statutes which do recognize states, the relationship is to the states as legal and political entities and not to predetermined state agencies. The decision by a state to participate in the program and the creation or designation of federally required state agencies is made by the governor (or by state law involving the governor and state legislature). Examples of federal postsecondary education statutes following this pattern include:

* Higher Education Facilities Act of 1963 (HEFA) (now titled the Higher Education Act);
* Higher Education Act of 1965, as amended
  - Title I, Part A - Continuing Service and Continuing Education
  - Title IV, Part A. Subpart 3 - grants to states for State Student Incentives; Subpart 5 - Education Information Centers
  - Title IV, Part B - Federal Reinsurance of State Guaranteed Student Loan Programs

- Title VI - Undergraduate Instructional Equipment
- Title VII - Academic Facilities (see HEFA)
- Title XII, sections 1202 and 1203 - State Postsecondary Education Commissions and Comprehensive Statewide Planning.

The "1202 Commissions" authorized by section 1202 of the Higher Education Act, as amended in 1972, reflected a federal recognition of the development in almost all states of state agencies responsible for postsecondary education. Although the intent was to encourage and build upon this state-level development, the federal law left the designation of the state agency to serve as the "1202 Commission" to the states. Designations were made by governor's executive order or by state statute.

In general, then, federal education statutes, with the exception of the few higher education statutes involving states, provide for only limited involvement of governors in the decisions to apply for federal grants or in the administration of the federal programs within the state.

The authority of the governor to review applications for federal education assistance under OMB Circular A-95 has also been questioned by Congress, especially with respect to federal programs that grant funds directly to local education agencies. The following comment on this point is taken from the report of the Senate Committee on Labor and Public Welfare on the Education Amendments of 1974:

> "...OMB Circular A-05 establishes a system of State governor review of applications. While this may be a good idea from a coordinative standpoint, it is not what the legislation envisioned. A number of education programs contemplate a direct Federal-local relationship."

> The 45-day period in which a State is authorized to comment on the application by A-95 effectively circumvents the intent of the law. It also means a new level of check-off for those Federal-local programs, that of the state."
>
> (Senate Report No. 93-763, p. 89)

The Committee report continues by stating:

> "...section 421(c) of the General Education Provisions Act, the so-called Cranston Amendment, prohibits the imposition of additional criteria on a program which are not specified or implicit in the authorizing legislation. Any requirement of a check-off by the governor, as contained in OMB Circular A-95, would surely be suspect under the language of the Cranston Amendment."
>
> (Senate Report No. 93-763, p.89)

The requirements of section 421(c) of the General Education Provisions Act and the above report language suggest that the U.S. Office of Education could not legally require the involvement of governors in the decision-making process on applications or state plans if the responsibility for these is clearly assigned to the SEA in the federal authorizing statute.

As a final point, the role of the governor of any state in federal education programs is determined to a large extent by the constitution and statutes of that state. Historically, there was a strong tradition in the country of insulation of state education policy making from direct influence or control by the governor. For example, in a number of states, the state board of education is constitutionally autonomous. In other states either or both the state board members and the chief state school officer are elected and are politically independent of the governor. As a further complication, state

statutes usually assign responsibility for applying for, receiving and administering certain federal programs to the SEA as the "sole state agency".

Another area where federal programs are subject to state -- but not necessarily gubernatorial -- control is in the reappropriation of funds from the federal government by state legislatures. A 1978 report by the Advisory Commission on Intergovernmental Relations identified 36 legislatures that reappropriate federal grants to some extent, by (1) anticipating and reviewing receipts and exercising veto power, (2) assuming an advisory role, or (3) in a pro forma manner. During 1979, ECS has identified about four states that are moving toward increased legislative control of federal funds.

APPENDICES

## APPENDIX A

## PROVISIONS FOR OVERRIDING GOVERNOR'S VETO[1]/LINE ITEM VETO

Required to override

| Majority Elected | 3/5ths Present | 3/5ths Elected | 2/3rds Elected | 2/3rds Present | 3/4ths Elected |
|---|---|---|---|---|---|
| Alabama | Rhode Island* | Delaware | Arizona | Florida | Alaska |
| Arkansas | | Illinois | Colorado | Idaho | |
| Indiana* | | Maryland | Connecticut | Maine* | |
| Kentucky | | Nebraska | California | Massachusetts | |
| Tennessee | | Ohio | Georgia[2] | Montana | |
| West Virginia | | | Hawaii | New Hampshire* | |
| | | | Iowa | New Mexico | |
| | | | Kansas | Oregon* | |
| | | | Louisiana | South Carolina | |
| | | | Michigan | Texas | |
| | | | Minnesota | Vermont | |
| | | | Mississippi | Virginia[4] | |
| | | | Missouri | Washington | |
| | | | Nevada* | Wisconsin | |
| | | | New Jersey | | |
| | | | New York[3] | | |
| | | | North Dakota | | |
| | | | Oklahoma | | |
| | | | Pennsylvania | | |
| | | | South Dakota | | |
| | | | Utah | | |
| | | | Wyoming | | |

[1]In North Carolina, governor does not have veto power

[2]Unofficial attorney general opinion that line item veto exists

[3]Line item veto only on appropriation increases and budget bill additions

[4]Emergency measures require 3/4 override

*States without line item veto of appropriations measures

APPENDIX B

STATE BUDGET PREPARATION

| State or other jurisdiction | Preparation of budget |
|---|---|
| Alabama | Governor; Finance Director (G) |
| Alaska | Governor; Dept. of Administration (a) |
| Arizona | Governor; Finance Div., Budget Office, Dept. of Administration (G) |
| Arkansas | Governor; Director, Dept. of Finance and Administration and its Office of Budget (G) |
| California | Governor; Finance Director (G) |
| Colorado | Governor; Office of State Planning and Budgeting (G) |
| Connecticut | Governor; Div. of Budget and Financial Management, Office of Policy and Mgmt (G) |
| Delaware | Governor; Budget Director (G) |
| Florida | Governor; Dept. of Administration (G) |
| Georgia | Governor; Office of Planning and Budget (G) |
| Hawaii | Governor; Director of Finance (G) |
| Idaho | Governor; Administrator, Div. of Budget, Policy Planning and Coordination (a) |
| Illinois | Governor; Budget Bureau (G) |
| Indiana | State Budget Agency (G); Budget Committee (b) |
| Iowa | Governor; Budget Dept., Office of Comptroller (G) |
| Kansas | Governor; Div. of the Budget, Dept. of Administration (c) |
| Kentucky | Governor; Secretary, Executive Dept. for Finance and Administration (G); Executive Director, Office for Policy and Management (d) |
| Louisiana | Governor; Commissioner of Administration (G); Budget Office (c) |
| Maine | Governor; Budget Officer (e) |
| Maryland | Governor; Secretary Dept. of Budget and Fiscal Planning (G) |
| Massachusetts | Governor; Budget Director, Executive Office for Administration and Finance (e) |
| Michigan | Governor; Budget Director (G) |
| Minnesota | Governor; Commissioner of Administration (G); Commissioner of Finance (G) |
| Mississippi | Commission of Budget and Accounting (f) |
| Missouri | Governor; Commissioner of Administration (G) |
| Montana | Governor; Office of Budget and Program Planning (G) |
| Nebraska | Governor; Budget Administration, Dept. of Administrative Services (g) |
| Nevada | Governor; Budget Director (G) |
| New Hampshire | Governor; Comptroller (G) |
| New Jersey | Governor; Director of Budget and Accounting Treasury Dept. (G) |
| New Mexico | Governor; Chief, Budget Div., Dept. of Finance and Administration (a) |
| New York | Governor; Budget Director (G) |
| N. Carolina | Governor; Div. of State Budget, Dept. of Administration (h,i) |
| N. Dakota | Budget Director, Dept. of Accounts and Purchases (G) |
| Ohio | Governor; Director, Budget and Management (G) |
| Oklahoma | Director, Finance Dept. (G) |
| Oregon | Governor; Director, Executive Dept. (G) |
| Pennsylvania | Governor; Budget Secretary (G) |
| Rhode Island | Governor; Budget Div., Dept. of Administration (a) |
| South Carolina | State Budget and Control Board (j) |
| South Dakota | Governor; Commissioner Bureau of Finance and Management (G) |
| Tennessee | Governor; Budget Director (G) |
| Texas | Governor; Budget Director (G); Legislative Budget Board (L) |
| Utah | Governor; Directors of Finance and Budget (G) |
| Vermont | Governor; Secretary of Administration (G); Commissioner, Budget and Management Dept. (G) |
| Virginia | Governor; Secretary of Administration and Finance (G); Director, Dept. of Planning and Budget (G) |
| Washington | Governor; Director, Office of Financial Management (G) |
| West Virginia | Governor; Commissioner and Budget Div., Dept. of Finance and Administration (G) (a) |
| Wisconsin | Governor; Secretary, Dept. of Administration (G) |
| Wyoming | Governor; Director, Budget Div., Dept. of Administration and Fiscal Control (G) |
| Puerto Rico | Governor; Budget Director (G) |

(G) - Appointed by governor, in some states with one or both houses approving.
(L) - Chosen by legislature or, in some cases, by an officer or group thereof.

(a) - Director, appointed by governor, selects division chiefs.
(b) - Budget committee: two senators of opposite parties, two representatives of opposite parties, and budget director who is the head of the state budget agency. The legislative members of the budget committee are appointed by their party leaders in the legislature.
(c) - Department director appointed by governor; budget director chosen by department head in accordance with civil service act.
(d) - Appointed by secretary of the Executive Department for Finance and Administration with approval of the governor.
(e) - Appointed by commissioner of finance and administration with approval of governor.
(f) - The Commission of Budget and Accounting is primarily a legislative agency. Its membership is as follows: governor as ex-officio chairman; lieutenant governor; president pro tempore of senate; chairman senate finance committee; chairman senate appropriations committee; one senate member appointed by lieutenant governor; speaker of the house; chairman house ways and means committee; chairman house appropriations committee; and two house members appointed by speaker.
(g) - Appointed by director of administrative services.
(h) - State budget officer, appointed by governor, selects division chiefs, subject to approval of the governor.
(i) - Division of state budget prepares budget subject to review of the governor and advisory budget commission.
(j) - Governor as chairman, treasurer, comptroller general, chairman senate finance committee, chairman house ways and means committee.

cew 5/24/79

(Source: Book of the States, 1978-79, pp. 142-143)

Governor's Relationship to Education Structure

APPENDIX C-1

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members (# no. appointed) Yes | No | Term | How Others Are Selected | Removal Provision | Represented In Cabinet OR Similar Group | Board Executive Officer Elected | Appt. by Board | Appt. by Governor |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Alabama | 9 | Yes Ex-officio President | | X | 4 yrs. | 8 Elected, 4-yr. terms; 1 Ex-officio | Yes | No / No | | X | |
| Alaska | 7 | No | X[1] (7) | | 5 yrs. | - | Yes | Yes / - | | X[2] | |
| Arizona | 9 | No | X (8) | | 4 yrs. | 1 Elected: Chief State School Officer | N/A | No / No | X | | |
| Arkansas | 10 | No | X[3] (9) | | 9 yrs. | 1 Ex-officio: Chief State School Officer | N/A | No / No | | X[2] | |
| California | 10 | No | X[3] (10) | | 4 yrs. | - | No | No / No | X | | |
| Colorado | 5 | No | | X | 6 yrs. | All are elected, 6-yr. terms | N/A | No / No | | X | |
| Connecticut | 9 | No | X (9) | | 6 yrs. | - | No | No / No | | X | |
| Delaware | 7 | No | X[3,8] (7) | | 6 yrs. | - | Yes | No[4] / No | | X | |
| Florida[7] (State Board of Education) | 7 | Yes Ex-officio chairman | | X | | Constitution Provision: governor and cabinet are State Board | Yes | Yes / - | X | | |

See footnotes, page 31

APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet OR | Similar Group | Elected | Appt. by Board | Appt. by Governor |
| Georgia | 10 | No[5] | X (10) | | 7 yrs. | - | Yes | No | No | X | | |
| Hawaii | 9 | No | | X | 4 yrs. | 9 elected, 4-yr. terms | Yes | No | No | | X | |
| Idaho[7] (State Board of Education) | 8 | No | X (7) | | 5 yrs. | 1 Ex-officio: elected Chief State School Officer | N/A | No | No | X | | |
| Illinois | 17 | No | X[3] (17) | | 6 yrs. | - | No | No | No | | X | |
| Indiana | 19 | No | X (18) | | 4 yrs. | 1 Ex-officio: elected Chief State School Officer | N/A | No | No | X | | |
| Iowa | 9 | No | X[3] (9) | | 6 yrs. | - | Yes | No | No | | X[3] | |
| Kansas | 10 | No | | X | | Elected, 4-yr. terms | N/A | No | No | | X | |
| Kentucky | 8 | No | X (7) | | Staggered | 1 Ex-officio: elected Chief State School Officer | Yes | No | No | X | | |

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APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members[1] | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet | Similar OR Group | Elected | Appt. by Board | Appt. by Governor |
| Louisiana | 11 | No | X[3] (3) | | 6 yrs. | 8 elected, 6-yr. terms, plus Ex-officio elected Chief State School Officer | No | Yes, Superintendent of Education | | X | | |
| Maine | 9 | No | X (9) | | 5 yrs. | - | No | No | No | | | X[9] |
| Maryland | 9 | No | X (9) | | 5 yrs. | - | Yes | Yes, State Superintendent of Schools | | | X | |
| Massachusetts | 14 | No | X (14) | | 5 yrs. | 2 are nonvoting Ex-officio; 1 is voting, elected secondary student | Yes | No | No | | X | |
| Michigan[7] (State Board of Education) | 10 | Yes Ex-officio | | X[10] | | 8 elected, 8-yr. terms; plus 2 Ex-officio, governor and Chief State School Officer | Yes | Yes (Administrative Board) | | | X | |
| Minnesota | 9 | No | X[3] (9) | | 6 yrs. | - | Yes | No | No | | X[2,3] | |
| Mississippi | 3[11] | No | | X | 4 yrs. | All are elected | N/A | N/A | N/A | X | | |
| Missouri | 8 | No | X[3] (8) | | 8 yrs. | - | Yes | Yes (Education Department) | | | X | |

See footnotes, page 31

APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet | OR Similar Group | Elected | Appt. by Board | Appt. by Governor |
| Montana[7] (State Board of Education) | 17 | Yes Ex-officio Chairman | X[3] (14) | | 7 yrs. | 3 Ex-officio: governor, elected Chief State School Officer, appointed Chief Higher Education Officer | Yes | No | No | X | | |
| Nebraska | 8 | No | | X | | All are elected, 4-yr. terms | Yes | No | No | | X | |
| Nevada | 9 | No | | X | | All are elected, 4-yr. terms | N/A | N/A | N/A | | X | |
| New Hampshire | 7 | No | X (7) | | 5 yrs. | - | No | No | No | | X | |
| New Jersey | 13 | No | X[3] (11) | | 6 yrs. | 2 Ex-officio: Chief State School Officer and board of higher education representative | N/A | N/A | N/A | | | X |
| New Mexico | 15 | No | | X | | Elected, 6-yr. terms | No | No | No | | X | |
| New York[7] (Board of Regents, University of State of New York) | 15 | No | | X | | Elected by Legislature | Yes | Yes (Informal Cabinet) | | | X | |
| North Carolina | 13 | No | X[3] (11) | | 8 yrs. | 2 Ex-officio: elected Lt. Governor and State Treasurer | No | No | No | X[6] | | |

See footnotes, page 31

APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet | Similar Group | Elected | Appt. by Board | Appt. by Governor |
| North Dakota | 8 | No | X (7) | | 6 yrs. | 1 voting: elected Chief State School Officer | No | No | No | X | | |
| Ohio | 23 | No | | X | | Elected, 6-yr. terms | N/A | N/A | N/A | | X | |
| Oklahoma | 7 | No | X[3] (6) | | 6 yrs. | 1 Ex-officio: elected Chief State School Officer | No | Yes (Oklahoma Education Council) | | X | | |
| Oregon | 7 | No | X[3] (7) | | 4 yrs. | - | Yes | Yes | | X | | |
| Pennsylvania[7] (State Department of Public Instruction) | 17 | No | X[3] (17) | | 6 yrs. | - | No | Yes | | | | X[1] (Secretary of Education) |
| Rhode Island[7] (Board of Regents for Education) | 15 | No | X[3] (13) | | | 2 voting: House and senate finance chairpersons | No | Yes | | | X | |
| South Carolina | 17 | No | X (1) | | 4 yrs. | 16 are elected by legislature, 4-yr. terms; 1 is Chief State School Officer | No | No | No | X | | |
| South Dakota | 7 | No | X[3] (7) | | 5 yrs. | - | Yes | No | No | | X | |

See footnotes, page 31

APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet | OR Similar Group | Elected | Appt. by Board | Appt. by Governor |
| Tennessee | 15 | Yes (Ex-officio with vote) | X (12) | | 9 yrs. | 3 Ex-officio | No | Yes | | | | X |
| Texas | 24 | No | | X | | Elected, 6-yr. terms | No | No | No | | X[3] | |
| Utah | 11 | No | | X | | Elected, 4-yr. terms | No | No | No | | X | |
| Vermont | 7 | No | X[3] (7) | | 6 yrs. | - | Yes | Yes | | | X[2] | |
| Virginia | 9 | No | X (9) | | 4 yrs. | - | Yes | No | No | | | X[1] |
| Washington | 14 | No | | X | | 14 Elected from local school boards, 6-yr. terms; plus Chief State School Officer | Yes | No | No | X | | |
| West Virginia | 11 | No | X (9)[3] | | 9 yrs. | 2 Ex-officio: Chief State School Officer, Chief Higher Education Officer | Yes | No | No | | X | |
| Wisconsin (Department of Public Instruction) no State Board of Education) | - | - | | X | | - | N/A | No | No | X for 4-yrs. State Superintendent of Public Instruction | | |

See footnotes, page 31

APPENDIX C-1

Governor's Relationship to Education Structure

ELEMENTARY/SECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Represented In | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Cabinet | OR Similar Group | Elected | Appt. by Board | Appt. by Governor |
| Wyoming | 9 | No | X (9) | | 6 yrs. | 1 Ex-officio non-voting; Chief State School Officer | No | No | No | X | | |
| Puerto Rico (Secretary of Education) | 3 | No | X | | 4 yrs. | - | No | N/A | N/A | | | X[3] |

FOOTNOTES:

1. Subject to confirmation by majority of legislature.
2. With governor's approval.
3. Confirmed by senate.
4. Superintendent of public instruction sits at governor's invitation.
5. Excluded by law.
6. Superintendent of public instruction is chief administrative officer but has no vote on board.
7. Single board for all public education.
8. President of board named by governor to serve at his pleasure.
9. From list of three names provided by state board and approved by legislature.
10. Only to fill vacancies.
11. Secretary of State, Attorney General and State Superintendent

N.A. -- Not available

(Also see graphic display, Appendix E)

Governor's Relationship to Education Structure

APPENDIX C-2

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Alabama<br>Commission on Higher Education | 9 | No | X[1] (9) | | 9 yrs. | - | N/A | X | | | X | | | X | |
| Alaska<br>Commission on Post-secondary Education (1202) | 13 | No | X[2] (5) | | | 8 from respective agencies | No | X | | | X | | | X | |
| Board of Regents | 11 | | X[2] (11) | | 8 yrs.<br>Student member 2 yrs. | | N/A | | X | | | X | | X | |
| Arizona<br>Board of Regents | 10 | Yes Ex-officio | X[1] (8) | | 8 yrs. | Chief State School Officer is Ex-officio | N/A | | X | | | X | | X | |
| State Board of Directors for Community College | 17 | No | X (14) | | 7 yrs. | 3 Ex-officio | N/A | X | | | X | | | X | |
| Commission on Post-secondary Education (1202) | 14 | | X (14) | | | | Planning agency by executive order | | | | | | | | |
| Arkansas<br>State Board of Higher Education | 10 | No | X[1] (10) | | 10 yrs. | - | N/A | X | | | X | | | X[3] | |
| California<br>Postsecondary Education Commission (1202) | 23 | No | X (6) | | 2 for 3 yrs.<br>4 for 6 yrs. | 17 appointed by others | Yes | X | | | X | | | X | |
| Colorado<br>Commission on Higher Education (augmented by advisory committee) | 9 | No | X[1] (9) | | 4 yrs. | - | N/A | X | | | X | | | X | |

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Connecticut Board of Higher Education (1202)[4] | 21 | No | X (6) | | 6 yrs | 6 legislators 5 other boards 1 independent institution 2 students by institution 1 Ex-officio | No | X | | | X | | | X | |
| Delaware Postsecondary Education Commission (1202) | 14 | No | X (10) | | 3 yrs. | By virtue of office | No | Established by executive order in 1974; revised by executive order in 1977 | | | | | | X | |
| Florida State Board of Education | | | | | | | | | | | | | | | |
| (a) Board of Regents | 10 | No | X (10) | | 9 yrs. Student 1 yr. | - | Yes | | X | | X | | | X | |
| (b) Division of Community College (28 institutions) | 196 | No | X[6] (196) | | 4 yrs. | - | Yes | | | | X | | | X | |
| Postsecondary Education Commission (1202) | 9 | No | | X | | Appointed by commissioner of education; confirmed by state board of education | | Agency established by Executive Order | | | | | | | |
| Georgia Board of Regents | 15 | No[7] | X[1] (15) | | 7 yrs. | - | Yes | | X | | | X | | X | |
| Postsecondary Education Commission (1202) | 17 | No | X (17) | | | | | Planning Agency. | | | Designated by governor | | | | |

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Hawaii<br>Board of Regents University of Hawaii* | 11 | No | X (11) | | 4 yrs. staggered | - | Yes | | X | | | X | | X | |
| Idaho<br>State Board of Education/Board of Regents, University of Idaho (1202) | 8 | No | X (7) | | 5 yrs. | Chief State School Officer is elected | N/A | Single board for all public education | | | | X | | X | |
| Illinois<br>Board of Higher Education (1202) | 17 | No | X[1] (10) | | 6 yrs., public members | 5 public institutions and boards 1 student | No | X | | | X | | | X | |
| Illinois Junior College Board | 10 | | X[1] (8) | | 6 yrs. | 1 Ex-officio | No | X | | | X | | | X | |
| Indiana<br>Commission for Higher Education (1202) | 12 | No | X (12) | | 4 yrs. | - | N/A | X | | | X | | | X | |
| Iowa<br>State Board of Regents[8] | 9 | No | X (9) | | 6 yrs. | - | Yes | | X | | X | | | X | |
| Higher Education Facilities Commission (1202) | 9 | No | X (4) | | 4 yrs. | By reason of office | No | 1202 Commission | | | Designated by executive order | | | | |
| Kansas<br>Board of Regents | 9 | No | X[1] (9) | | 4 yrs. | - | Yes | | X | | | X | | X | |
| Legislative Educational Planning Commission (1202) | 11 | No | | X | | 5 senate 6 house | N/A | Designated by governor as 1202 Planning Commission | | | | | | | |

* Agency serves as 1202 Commission when augmented

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Kentucky | | | | | | | | | | | | | | | |
| Council on Higher Education | 21 | No | X (10) | | 4 yrs. | 11 Ex-officio by virtue of position | No | X | | | X | | | X | |
| State Commission for Postsecondary Education (1202) | 15 | No | | X | | Due to office held or group represented | N/A | A planning and recommending agency | | | Established by legislature in 1976 | | | | |
| Louisiana | | | | | | | | | | | | | | | |
| Board of Regents (1202) | 15 | No | X[1] (15) | | 6 yrs. | - | No | X | | | | X | | X | |
| Maine | | | | | | | | | | | | | | | |
| Board of Trustees, University of Maine | 15 | No | X (14) | | 7 yrs. | Chief State School Officer is Ex-officio | No | | X | | X | | | X | |
| Postsecondary Education Commission (1202) | 16 | No | X (15) | | 4 yrs. | Chancellor of university and Chief State School Officer are Ex-officio | N/A | A planning commission | | | X | | | | |
| Maryland | | | | | | | | | | | | | | | |
| State Board of Higher Education (1202) | 11 | No | X (11) | | 5 yrs. | N/A | No | X | | | X | | | X | |
| State Board for Community Colleges | 8 | No | X[1] (7) | | 6 yrs. | Chief State School Officer is Ex-officio | No | X | | | X | | | X | |
| Massachusetts | | | | | | | | | | | | | | | |
| State Board of Higher Education | 12 | No | X (7) | | 5 yrs. | 5 elected by governing board | Yes | X | | | X | | | X | |
| Postsecondary Education Planning Commission (1202) | 15 | No | | X | | Virtue of groups represented | | Advisory to Secretary of Educational Affairs | | | Designated by governor | | | | |

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Michigan<br>State Board of Education (1202) | -<br>10<br>Bureau of Higher Education | Yes<br>Ex-officio | | X[9] | 8 yrs. | 8 elected; 2 Ex-officio | N/A | X | | X<br>All public education | | X | | X | |
| Minnesota<br>Higher Education Coordination (1202) | 11 | No | X<br>(11) | | 4 yrs. | - | Yes | X | | | X | | | X | |
| Mississippi<br>Board of Trustees, Institutions of Higher Learning | 13 | No | X[1]<br>(13) | | 12 yrs. | - | N/A | | X | | | X | | X | |
| Postsecondary Education Planning Board (1202) | 27 | No | X<br>(27) | | | | | Designated by Governor | | | | | | | |
| Missouri<br>Coordinating Board for Higher Education (1202) | 9 | No | X[1]<br>(9) | | 6 yrs. | - | No | X | | | | X | | X | |
| Montana<br>Board of Regents for Higher Education Commission | 10 | Yes<br>Ex-officio | X[1]<br>(7) | | 7 yrs. | 3 Ex-officio by virtue of office | Yes | | X | | | X | | X | |
| Commission on Federal Higher Education Programs (1202) | 10 | No | X[10]<br>(7) | | | Virtue of group representation; includes Board of Regents | | Designated by Governor | | | | | | | |
| Nebraska<br>Coordinating Commission for Postsecondary Education (1202) | 12 | No | X<br>(6) | | 6 yrs. | Representatives of Governor's boards | Yes | X | | | X | | | X | |

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Nevada<br>Board of Regents | 9 | No | | X | | Elected; 6-yr. terms | N/A | | X | | | X | | X | |
| Nevada Higher Education Commission (1202)[11] | 12 | No | X (12) | | | | | Designated by Governor | | | | | | | |
| New Hampshire<br>Postsecondary Education Commission (1202) | 21 | No | X (7) | | 5 yrs. | 10 appointed by others; 4 Ex-officio | No | X | | | X | | | X | |
| New Jersey<br>Board of Higher Education | 18 | No | X[1] (9) | | 6 yrs. | 2 Ex-officio; 7 institution representatives | Yes | X | | | X | | | X with approval of Governor | |
| New Mexico<br>Board of Educational Finance (1202) | 13 | No | X (13) | | 6 yrs. | 2 are Ex-officio students, 1-yr. appointments | Yes | X | | | X | | | X | |
| New York<br>Board of Regents, University of the State of New York (1202) | 15 | No | No | | | Selected by legislature for 7-yr. terms | Yes: ttendance; ge (70) | X | | X | | X | | X | |
| North Carolina<br>Board of Governors University of North Carolina[12] | 32 | No | | X | | 8 elected by legislature every 2 yrs. | Yes: attendance | | X | | X | | | X | |
| North Dakota<br>Board of Higher Education | 7 | No | X (7) | | 7 yrs. | - | Yes: impeachment | | X | | | X | | X | |

(continued)

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| North Dakota (cont'd) Postsecondary Education Commission (1202) | 17 | No | | X | | Virtue of group represented; includes all 7 members of board of higher education | | Planning commission | | | X | | | X | |
| Ohio Ohio Board of Regents[13] (1202) (Also uses advisory committee) | 11 | No | X (9) | | 9 yrs. | Chairpersons of House and Senate Education Committees serve Ex-officio | N/A | X | | | X | | | X | |
| Oklahoma State Regents for Higher Education (1202) | 9 | No | X (9) | | 9 yrs. | - | Yes "for cause" procedure same as that required for elected state officials | X | | | | X | | X | |
| Oregon Educational Coordinating Council (1202) | 7 | No | X (7) | | 4 yrs. | - | No | X | | X | X | | | X | |
| Pennsylvania Department of Education | 17 | No | X (17) | | 6 yrs. | - | No | X | X | X | X | X[14] | | X | |
| Council of Higher Education[15*] | 9[16] | No | X (9) | | 6 yrs. | - | No | X | X | X | X | X[14] | appointed by Governor (secretary of education) (note: executive officer appointed by Governor) | | |

* Agency serves as 1202 Commission when augmented

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APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Rhode Island<br>Board of Regents* | 15 | No[18] | X<br>(13) | | 3 yrs. | Chairpersons and house and senate finance committee | - | | X | X | X | | | X[17] | |
| South Carolina<br>Commission on Higher Education (1202 | 18 | No | X<br>(12) | | 4 yrs. | Legislature | No | X | | | X | | | X | |
| South Dakota<br>Board of Regents[19] | 8 | No | X[1]<br>(8) | | 6 yrs.; student 2 yrs. | - | Yes | | X | | | X | | X | |
| Postsecondary Planning Commission (1202) | 13 | No | | | | Virtue of groups represented | N/A | Planning commission | | | By Executive order | | | | |
| Tennessee<br>Higher Education Coordinating Commission (1202) | 9 | No | X<br>(9) | | 9 yrs. | - | No | X | | | X | | | X | |
| Texas<br>Coordinating Board, Texas Colleges and University System[21] (1202 with advisory committee) | 18 | No | X[1]<br>(18) | | 6 yrs. | - | No | X | | | X | | | X | |
| Utah<br>Board of Regents* | 16 | No | X[1]<br>(16) | | 6 yrs. | - | No | | X | | X | | | X | |
| Vermont[22]<br>Higher Education Planning Commission (1202) | 12 | No | X<br>5) | | | 5 Ex-officio 2 by general assembly | No | Planning commission | | | By Executive order | | | X | |

* Agency serves as 1202 Commission when augmented

See footnotes, page 41

APPENDIX C-2

Governor's Relationship to Education Structure

POSTSECONDARY EDUCATION

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )= no. appointed | | | How Others Are Selected | Removal Provision | Agency Type | | | Legal Basis | | Board Executive Officer | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | No | Term | | | Coor | Gov | Single Board | Stat | Const | Elected | Appt. by Board | Appt. by Governor |
| Virginia<br>Council of Higher Education[23]<br>(1202 with advisory committee) | 11 | | X[2]<br>(11) | | 4 yrs. | - | Yes | X | | | X | | | | |
| Washington<br>Council for Post-secondary Education<br>(1202) | 16 | Governor appoints person to represent her | X[1]<br>(9) | | | Representative of segments | Yes | X | | | X | | | | |
| West Virginia<br>Board of Regents[4] | 12 | No | X[1]<br>(10) | | 6 yrs. | By reason of office | No | | X | | X | | | | |
| Wisconsin[24]<br>Board of Regents | 16 | No | X[1]<br>(14) | | 7 yrs. | 2 Ex-officio | No | | X | | X | | | | |
| Board of Vocational, Technical and Adult Education | 12 | No | X<br>(9) | | 6 yrs. | 3 Ex-officio | No | | | | X | | | | |
| Wyoming | On March 3, 1978, the governor signed into law a measure abolishing the higher education council. The law does not provide for a replacement agency. | | | | | | | | | | | | | | |
| Puerto Rico | No statutory or institutional state level agency. | | | | | | | | | | | | | | |
| District of Columbia[25]<br>Commission on Post-secondary Education<br>(1202) | 24 | N/A | Approved by major for terms of 1-3 years | | | | - | X<br>and planning agency | | | Established in 1974 by D.C. mayor | | | | |







See footnotes, page 41

FOOTNOTES:

1. Confirmed by senate.
2. Legislative approval.
3. Confirmed by governor after board nomination.
4. Board will become a department in executive branch January 1979.
5. No statutory or constitutional agency exists; board is 1202 Commission.
6. Approved by 3 cabinet members and confirmed by senate; individual board membership ranges from 5-9 members.
7. Governor excluded by law.
8. No state level statutory coordinating or governing agency.
9. Only to fill vacancies.
10. Includes 7 members of Regents.
11. Includes all 9 regents.
12. A 1202 Commission has not been designated in North Carolina.
13. Fifteen member advisory committee assists board as 1202.
14. Originally institutional; restructured by statute.
15. State board of education divided into 2 councils; council of higher education represents postsecondary and serves as nucleus of 1202, which has gubernatorial designation.
16. Chairman of state board of education serves on both councils.
17. With governor's approval.
18. Except in vote for commissioner.
19. In 1973, under executive order, a cabinet department of education and cultural affairs for all public education was established; Board of Regents, serves as 1 of 3 divisions within the department.
20. Planning commission established under department of education and cultural affairs.
21. When sits as 1202, an Advisory Commission is added--Chairperson is member of coordinating board.
22. No statutory on institutional postsecondary agency commission is 1202.
23. Governor designated as 1202 in 1975--established Advisory Committee.
24. Wisconsin does not have designated 1202 Commission.
25. The District has a state education services division within the department of human resources, which performs some of the functions of a state education department and provides staff support for the 1202.

APPENDIX D

## INSTITUTIONAL GOVERNING BOARDS

| State | # of Boards | Members all Appt. by Gov. | Majority Board Member Appt. by Gov. | Half or Less Appt. | None Appt. by Gov. |
|---|---|---|---|---|---|
| Alabama | 7[1] | x | | | |
| | 1 | | | | x[2] |
| Alaska | 1 | x[3] | | | |
| Arizona | 1 | | x[1] | | |
| Arkansas | 6 | x[1] | | | |
| | 5 | Local Gov. Boards for Community Colleges | | | x[4] |
| California | 2 | | x | | |
| | 1 | x[1] | | | |
| Colorado | 3 | x[1] | | | |
| | 1 | | x[1] | | |
| | 1 | x | | | |
| | 1 | | | | x[5] |
| Connecticut | 3 | x | | | |
| | 1 | | x | | |
| Delaware | 1 | x | | | |
| | 2 | | | x | |
| Florida | 1 | x[6] | | | |
| | 1 | | | | x[7] |
| Georgia | 1 | x[1] | | | |
| Hawaii | 1 | x[1] | | | |
| Idaho | 1 | | x[1] | | |
| Illinois | 3 | | x[1] | | |
| | 1 | | | | x[5] |
| Indiana | 1 | x | | | |
| | 3 | | x | | |
| | 1 | | | x | |
| | 1 | | | | x[8] |
| Iowa | 1 | x[1] | | | |
| Kansas | 1 | x[1] | | | |
| Kentucky | 8 | | x | | |
| Louisiana | 3 | x[1] | | | |
| Maine | 1 | x | | | |
| | 1 | | x | | |
| Maryland | 1 | x | | | |
| | 1 | | x | | |
| | 1 | | x[1] | | |
| Massachusetts | 5 | | x | | |
| Michigan | 11 | | x[1] | | |
| | 1 | | | x | |
| | 2 | | | | x[5] |
| Minnesota | 1 | | | | x[9] |
| | 2 | x | | | |
| | 1 | | x[1] | | |
| Mississippi | 1 | x[1] | | | |
| Missouri | 4 | x[1] | | | |
| | 5 | | x | | |
| | 12 | | | | x[5] |

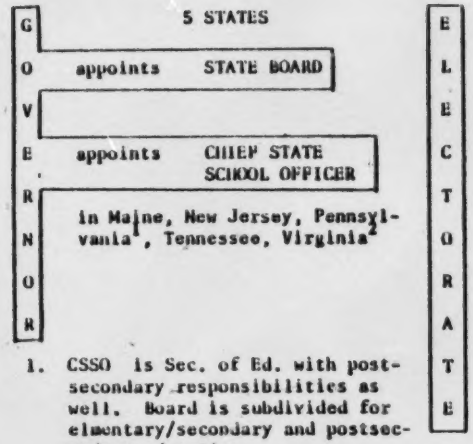
APPENDIX D (continued)

| State | # of Boards | Members all Appt. by Gov. | Majority Board Member Appt. by Gov. | Half or Less Appt. | None Appt. by Gov. |
|---|---|---|---|---|---|
| Montana | 1 | | x | | |
| Nebraska | 1 | | x[1] | | |
| | 1 | | | | x[5] |
| | 1 | | | | x |
| Nevada | 1 | | | | x[5] |
| New Hampshire | 1 | | | x | |
| New Jersey | 2 | | x[1] | | |
| | 1 | | x | | |
| | 16 | County college boards | | | x |
| | 8 | State college boards[10] | | | |
| New Mexico | 2 | x[1] | | | |
| | 6 | | x[1] | | |
| | 2 | | | | x[5] |
| New York | 1 | x[1] | | | |
| | 1 | | | | |
| North Carolina | 1 | | | | x[9] |
| North Dakota | 1 | x[1] | | | |
| Ohio | 11 | x[1] | | | |
| Oklahoma | 2 | x[1] | | | |
| | 2 | | x[1] | | |
| Oregon | 1 | x[1] | | | |
| Pennsylvania | 1 | x[1] | | | |
| | 4 | | | x | |
| Rhode Island | 1 | | 1[1] | | |
| South Carolina | 1 | | x | | |
| | 7 | | | | x |
| South Dakota | 2 | | x | | |
| Texas | 17 | x[1] | | | |
| Utah | 1 | x[1] | | | |
| Vermont | 1 | | x[1] | | |
| | 1 | | | x[1] | |
| Virginia | 12 | x[11] | | | |
| | 2 | | x | | |
| Washington | 6 | x[1] | | | |
| | 1 | | x[1] | | |
| West Virginia | 1 | | x[1] | | |
| Wisconsin | 2 | | x | | |
| Wyoming | 1 | | x[1] | | |
| Dist. of Colum. | 1 | | x[12] | | |

[1]With consent of Senate
[2]Nine elected by remaining board members; with Senate consent
[3]With approval of Legislature
[4]Initial board appointed by Gov; then elected
[5]Elected by Public
[6]Approval of 3 Cabinet members and consent of Senate
[7]Div. of Community Colleges reports to Board of Education
[8]Five appointed by SBE and approved by Governor
[9]Elected by Legislature
[10]Appointed by SBE with Governor's approval
[11]Confirmation by Legislature for 7 of the Board appointments
[12]Appointed by D.C. Mayor with advice and consent of Council
*Source: Higher Education in the States, Vol. 4 No. 10 (ECS, Denver 1975)

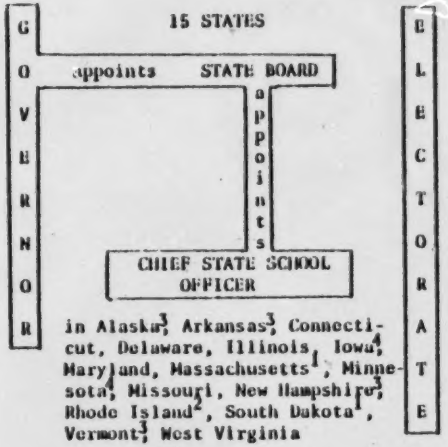
## APPENDIX E

### GOVERNORS' RELATIONSHIP TO ELEMENTARY/SECONDARY EDUCATION



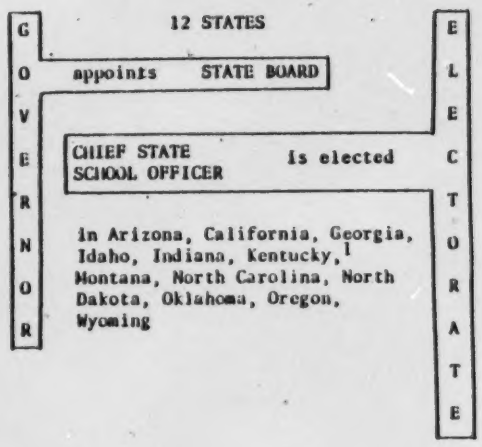

in Maine, New Jersey, Pennsylvania[1], Tennessee, Virginia[2]

1. CSSO is Sec. of Ed. with postsecondary responsibilities as well. Board is subdivided for elementary/secondary and postsecondary education.
2. State also has appointed Sec. of Ed. General Assembly confirms CSSO appointment.



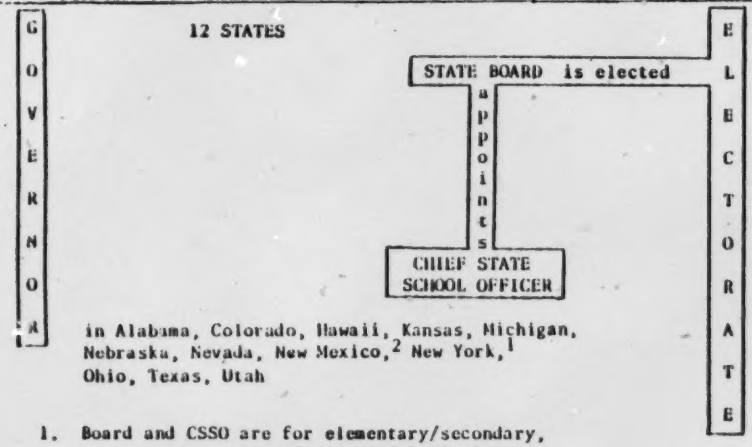

in Alaska[3], Arkansas[3], Connecticut, Delaware, Illinois, Iowa[4], Maryland, Massachusetts[1], Minnesota[4], Missouri, New Hampshire[3], Rhode Island[2], South Dakota[1], Vermont[3], West Virginia

1. State also has appointed Sec. of Ed.
2. Board and CSSO are for elementary, secondary and postsecondary education. Governor is voting member of the State Board.
3. Governor confirms CSSO
4. Senate confirms CSSO.



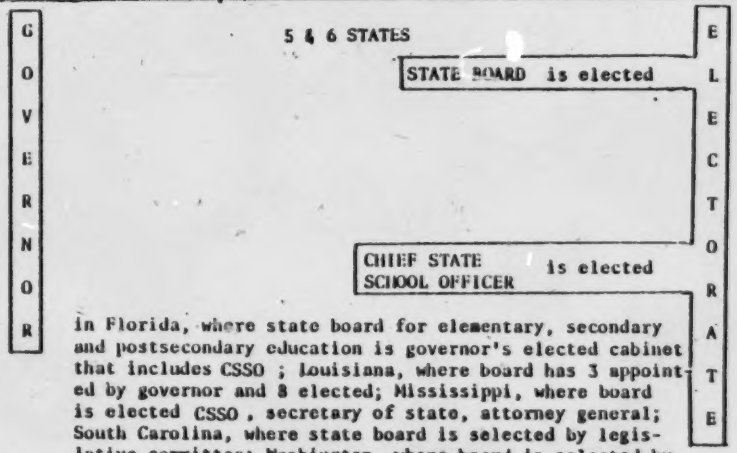

in Arizona, California, Georgia, Idaho, Indiana, Kentucky,[1] Montana, North Carolina, North Dakota, Oklahoma, Oregon, Wyoming

1. State also has appointed Secretary of Education.




in Alabama, Colorado, Hawaii, Kansas, Michigan, Nebraska, Nevada, New Mexico,[2] New York,[1] Ohio, Texas, Utah

1. Board and CSSO are for elementary/secondary, postsecondary. Board selected by legislature.
2. State also has appointed Secretary of Education Finance.




in Florida, where state board for elementary, secondary and postsecondary education is governor's elected cabinet that includes CSSO ; Louisiana, where board has 3 appointed by governor and 8 elected; Mississippi, where board is elected CSSO , secretary of state, attorney general; South Carolina, where state board is selected by legislative committee; Washington, where board is selected by local school boards. Wisconsin has no state board.

APPENDIX F

GOVERNOR'S APPOINTMENT AUTHORITY OVER OTHER STATEWIDE BOARDS*

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )=no. appointed | | | How Others Are Selected |
|---|---|---|---|---|---|---|
| | | | Yes | No | Term | |
| Alabama | | | | | | |
| Board of Trustees, University of Alabama | 11 | Yes | | X | 12 yrs. | Staggered terms: 9 elected by incumbent board members; 2 Ex-officio |
| Board of Trustees, Auburn University | 12 | Yes | X[1] (12) | | 12 yrs. | - |
| Alaska | | | | | | |
| Board of Regents, University of Alaska | 11 | No | X (11) | | 10 for 8 yrs. 1 student for 2 yrs. | |
| Arizona | | | | | | |
| State Board of Directors for Community Colleges | 17 | No | X (14) | | 7 yrs. | 3 Ex-officio |
| Commission on Post-secondary Education | 14 | No | X (14) | | | - |
| California | | | | | | |
| Board of Trustees, California State Universities and Colleges | 21 | Yes President | X (17) | | 8 yrs. | 4 Ex-officio, 1 student for 1-yr. term |
| Board of Regents, University of California | 25 | Yes President | X[2] (18) | | 12 yrs. for Gov. appts. | 7 Ex-officio, specified in constitution |
| Board of Governors, California Community Colleges | 16 | No | X[1] (16) | | 4 yrs.; 1 student for 1 yr. | |
| Colorado | | | | | | |
| State Board for Community Colleges | 9 | No | X (9) | | 7 yrs. | - |
| Connecticut | | | | | | |
| Board of Trustees, University of Connecticut System | 19 | Yes President | X (12) | | 5 yrs. | 2 alumni, 2 students, 3 Ex-officio; all 2 yrs. |
| Board of Trustees, State Colleges | 16 | No | X (14) | | 6 yrs. | 2 students |
| Trustees, Regional Community Colleges | 16 | No | X (14) | | 6 yrs. | 2 students; 2 yrs. |
| Trustees, State Technical Colleges | 16 | No | X (14) | | 6 yrs. | 2 students; 2 yrs. |
| Board for State Academic Concerns | 5 | No | X (5) | | 5 yrs. | - |
| Florida | | | | | | |
| Division of Community Colleges (28 Boards) | 196[3] | No | X (196) | | 4 yrs. | - |
| Georgia | | | | | | |
| Postsecondary Education Commission | 17 | No | X (17) | | | - |
| Illinois | | | | | | |
| School Problems Commission | 17 | No | X (5) | | 2 yrs. | 5 house, 5 senate; others by virtue of office |
| State Scholarship Commission | 7 | Yes | X (7) | | 6 yrs. | - |

* As reported in survey

See footnotes, page 47

APPENDIX F

GOVERNOR'S APPOINTMENT AUTHORITY OVER OTHER STATEWIDE BOARDS*

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )-no. appointed | | | How Others Are Selected |
|---|---|---|---|---|---|---|
| | | | Yes | No | Term | |
| Kentucky | | | | | | |
| Board for Occupational Education | 8 | No | X (7) | | Staggered | - |
| Higher Education Assistance Authority | 9 | No | X (7) | | 8 yrs. | 2 by virtue of office |
| Michigan | | | | | | |
| Board for Public Community and Jr. Colleges | 8 | No | | X | | Appointed by State Board of Education, Institutional and advisory to State Board of Education |
| Higher Education Assistance Authority | 14 | No | X (13) | | 4 yrs. | Superintendent of Public Instruction |
| State Tenure Commission | 5 | No | X (5) | | 5 yrs. | - |
| Public School Employees Retirement Board | 8 | No | X (7) | | 4 yrs. | Superintendent of Public Instruction |
| Facilities Commission | 11 | No | X (9) | | 4 yrs. | Superintendent of Public Instruction and Budget Director |
| Nebraska | | | | | | |
| Board of Educational Lands and Funds | 5 | No | X (5) | | 5 yrs. | - |
| New York | | | | | | |
| Higher Educational Services Corporation | 13 | No | X (10) | | Varies 1-6 yrs. | 3 Ex-officio due to office |
| North Carolina | | | | | | |
| Competency Test Commission | 15 | No | X (15) | | 4 yrs. | - |
| Testing Commission | 11 | No | X (11) | | 2 yrs. | - |
| Council on Educational Services for Exceptional Children | 17 | No | X (2) | | 4 yrs. | 2 senators appointed by Lt. Governor, 2 House by Speaker, 11 by State Board of Education |
| North Carolina Textbook Commission | 14 | No | X (14) | | 4 yrs. | With recommendation of Superintendent of Public Instruction |
| Oklahoma | | | | | | |
| State Board of Vocational and Technical Education | 13 | No | X (6) | | 6 yrs. | 6 State Board of Education Chief State School Officers by Ex-officio |
| Oklahoma Education Council | 11 | Yes Chairperson | X (3) | | Indefinite | By virtue of office |
| Oregon | | | | | | |
| State Scholarship Commission | 7 | No | X (7) | | 4 yrs. | - |
| Advisory Council for Career and Vocational Education | Unspecified | No | X (all) | | 3 yrs. | - |
| South Dakota | | | | | | |
| State Board for Vocational and Technical Education | 7 | No | X (7) | | 4 yrs. | - |

* As reported in survey

See footnotes, page 47

APPENDIX F

GOVERNOR'S APPOINTMENT AUTHORITY OVER OTHER STATEWIDE BOARDS*

| STATE | No. State Board Members | Governor Membership | Governor Appoints Members ( )=no. appointed | | | How Others Are Selected |
|---|---|---|---|---|---|---|
| | | | Yes | No | Term | |
| Utah | | | | | | |
| Board of Examiners[2] | 3 | Yes | | X | | Elected |
| Vermont | | | | | | |
| Vermont Student Assistance | At least 5 | No | X (all) | | 2-6 yrs. | - |
| Educational and Health Buildings Finance, Higher Education | 13 | No | X (7) | | 6 yrs. | - |
| Washington | | | | | | |
| Commission on Vocational Education | 7 | No | X (5) | | 5 yrs. | 2 due to office |
| West Virginia | | | | | | |
| Teachers Retirement Board | 9 | Yes President | | X | | Ex-officio and/or elected |
| Wisconsin | | | | | | |
| Education Communications Board | 16 | Yes Ex-officio | X (12) | | 4 yrs. | 4 Legislators |
| Higher Education Aids Boards | 16 | No | X (15) | | Pleasure of Governor | 1 Ex-officio |

* As reported in survey

FOOTNOTES:

1. With Senate Consent.
2. Governor consults advisory committee.
3. Membership range: 5-9 members.

APPENDIX G

GOVERNORS, CHIEF STATE SCHOOL OFFICERS

AND STATE HIGHER EDUCATION EXECUTIVE OFFICERS

APPENDIX G

Tabular list of addresses and phone numbers of:

| Governors | CSSO's | SHEEO's |
|---|---|---|
| **Alabama** | | |
| Honorable Forrest H. James<br>Governor of Alabama<br>State Capitol<br>Montgomery, Alabama 36130<br>(205) 832-3511 | Dr. Wayne Teague<br>Superintendent of Education<br>State Dept. of Education<br>State Office Building<br>Montgomery, Alabama 36134<br>(205) 832-3316 | Dr. John F. Porter<br>Executive Director<br>Commission on Higher Education<br>One Court Square, #221<br>Montgomery, Alabama 36104<br>(205) 832-6555 |
| **Alaska** | | |
| Honorable Jay S. Hammond<br>Governor of Alaska<br>State Capitol<br>Juneau, Alaska 99811<br>(907) 465-3500 | Dr. Marshall L. Lind<br>Commissioner of Education<br>State Dept. of Education<br>Alaska Office Building<br>Pouch F<br>Juneau, Alaska 99801<br>(907) 465-2800 | Dr. Kerry D. Romesburg<br>Executive Director<br>Alaska Commission on Postsecondary Education<br>Pouch F - State Office Building<br>Juneau, Alaska 99811<br>(907) 465-2854 |
| **Arizona** | | |
| Honorable Bruce Babbitt<br>Governor of Arizona<br>State Capitol<br>Phoenix, Arizona 85007<br>(602) 255-4331 | Ms. Carolyn Warner<br>Superintendent of Public Instruction<br>State Department of Education<br>1535 West Jefferson<br>Phoenix, Arizona 85007<br>(602) 255-4361 | Dr. Robert A. Huff<br>Executive Coordinator<br>State Board of Regents<br>1535 West Jefferson<br>Phoenix, Arizona 85007<br>(602) 255-4082 |
| **Arkansas** | | |
| Honorable William Clinton<br>Governor of Arkansas<br>State Capitol<br>Little Rock, Arkansas 72201<br>(501) 371-2345 | Dr. Don R. Roberts<br>Director of Education<br>State Dept. of Education<br>Capitol Mall<br>Little Rock, Arkansas 72201<br>(501) 371-1464 | Dr. M. Olin Cook<br>Executive Director<br>Department of Higher Education<br>1301 West 7th Street<br>Little Rock, Arkansas 72201<br>(501) 371-1441 |
| **California** | | |
| Honorable Edmund G. Brown, Jr.<br>Governor of California<br>State Capitol<br>Sacramento, California 95814<br>(916) 445-2843 | Dr. Wilson C. Riles<br>Superintendent of Public Instruction<br>State Dept. of Education<br>721 Capitol Mall<br>Sacramento, California 95814<br>(916) 445-4338 | Mr. Patrick M. Callan<br>Director<br>California Postsecondary Education Commission<br>1020 - 12th Street<br>Sacramento, California 95814<br>(916) 445-7933 |

| Governors | CSSO's | SHEEO's |
|---|---|---|
| **Colorado** | | |
| Honorable Richard D. Lamm<br>Governor of Colorado<br>State Capitol<br>Denver, Colorado 80203<br>(303) 839-2471 | Dr. Calvin M. Frazier<br>Commissioner of Education<br>State Dept. of Education<br>State Office Building<br>Denver, Colorado 80203<br>(303) 839-2212 | Dr. Lee Kerschner<br>Executive Director<br>Commission on Higher Education<br>1550 Lincoln Street, #210<br>Denver, Colorado 80203<br>(303) 839-2723 |
| **Connecticut** | | |
| Honorable Ella T. Grasso<br>Governor of Connecticut<br>State Capitol<br>Hartford, Connecticut 06115<br>(203) 566-4840 | Dr. Mark R. Shedd<br>Commissioner of Education<br>State Dept. of Education<br>State Office Building<br>P. O. Box 2219<br>Hartford, Connecticut 06115<br>(203) 566-5371 | Dr. Michael Usdan<br>Commissioner<br>Board of Higher Education<br>340 Capitol Avenue<br>Hartford, Connecticut 06101<br>(203) 566-3913 |
| **Delaware** | | |
| Honorable Pierre S. duPont IV<br>Governor of Delaware<br>Legislative Hall<br>Dover, Delaware 19901<br>(302) 678-4101 | Dr. Kenneth C. Madden<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>P. O. Box 697<br>Dover, Delaware 19901<br>(302) 678-4601 | Dr. John Corrozi<br>Executive Director<br>Delaware Postsecondary Education Commission<br>1228 Scott Street, #1<br>Wilmington, Delaware 19806<br>(302) 571-3240 |
| **District of Columbia** | | |
| | | Mrs. Eloise S. Turner<br>Executive Secretary<br>Commission on Postsecondary Education<br>1329 E Street, N.W., Suite 1023<br>Washington, D.C. 20004<br>(202) 727-3685 |
| **Florida** | | |
| Honorable D. Robert Graham<br>Governor of Florida<br>State Capitol<br>Tallahassee, Florida 32304<br>(904) 488-1234 | Dr. Ralph D. Turlington<br>Commissioner of Education<br>State Dept. of Education<br>State Capitol<br>Tallahassee, Florida 32304<br>(904) 487-1785 | Dr. Roger Nichol<br>Deputy Commissioner<br>Florida Department of Education<br>W.V. Knott Building<br>Tallahassee, Florida 32304<br>(904) 487-1785 |

| Governors | CSSO's | SHEEO's |
|---|---|---|
| **Georgia** | | |
| Honorable George D. Busbee<br>Governor of Georgia<br>State Capitol<br>Atlanta, Georgia 30334<br>(404) 656-1776 | Dr. Charles McDaniel<br>Superintendent of Schools<br>State Dept. of Education<br>Atlanta, Georgia 30334<br>(404) 656-2800 | Dr. George L. Simpson, Jr.<br>Chancellor<br><br>Dr. John W. Hooper<br>Vice Chancellor<br>Regents of the University System<br>244 Washington Street, S.W.<br>Atlanta, Georgia 30334<br>(404) 656-2200 |
| **Hawaii** | | |
| Honorable George R. Ariyoshi<br>Governor of Hawaii<br>State Capitol<br>Honolulu, Hawaii 96813<br>(808) 548-5420 | Mr. Charles G. Clark<br>Superintendent of Education<br>State Dept. of Education<br>P. O. Box 2360<br>Honolulu, Hawaii 96804<br>(808) 548-6583 | Dr. Fujio Matsuda<br>President<br>University of Hawaii<br>2444 Dole Street<br>Honolulu, Nawaii 96822<br>(808) 948-8207 |
| **Idaho** | | |
| Honorable John V. Evans<br>Governor of Idaho<br>State Capitol<br>Boise, Idaho 83720<br>(208) 384-2100 | Mr. Jerry Evans<br>Superintendent of Public Instruction<br>State Dept. of Education<br>Len B. Jordan Office Bldg.<br>Boise, Idaho 83720<br>(208) 384-3300 | Mr. Milton Small<br>Executive Director for Higher Education<br>State Board of Education<br>Len B. Jordan Bldg, Suite 307<br>650 West State Street<br>Boise, Idaho 83720<br>(208) 384-2270 |
| **Illinois** | | |
| Honorable James R. Thompson<br>Governor of Illinois<br>State House, Room 207<br>Springfield, Illinois 62706<br>(217) 782-6830 | Dr. Joseph M. Cronin<br>Superintendent of Education<br>Illinois Office of Education<br>100 North First Street<br>Springfield, Illinois 62777<br>(217) 782-2221 | Mr. James M. Furman<br>Executive Director<br>Board of Higher Education<br>500 Reisch Building<br>4 West Old Capital Square<br>Springfield, Illinois 62701<br>(217) 782-2551 |
| **Indiana** | | |
| Honorable Otis R. Bowen, M.D.<br>Governor of Indiana<br>State House, Room 206<br>Indianapolis, Indiana 46204<br>(317) 633-4567 | Dr. Harold H. Negley<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>229 State House, Room 230<br>Indianapolis, Indiana 46204<br>(317) 633-6610 | Mr. George Weathersby<br>Commissioner for Higher Education<br>Commission for Higher Education<br>143 West Market Street<br>Indianapolis, Indiana 46202<br>(317) 633-6474 |

| Governors | CSSO's | SHEEO's |
|---|---|---|
| **Iowa** | | |
| Honorable Robert D. Ray<br>Governor of Iowa<br>State Capitol<br>Des Moines, Iowa 50319<br>(515) 281-5211 | Mr. Robert D. Benton<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>Grimes Office Building<br>Des Moines, Iowa 50319<br>(515) 281-5294 | Mr. R. Wayne Richey<br>Executive Secretary<br>Board of Regents<br>Grimes State Office Building<br>Des Moines, Iowa 50319<br>(515) 281-3934 |
| **Kansas** | | |
| Honorable John Carlin<br>Governor of Kansas<br>State House<br>Topeka, Kansas 66612<br>(913) 296-3232 | Dr. Merle R. Bolton<br>Superintendent of Public Instruction<br>State Department of Elementary and Secondary Education<br>120 East 10th Street<br>Topeka, Kansas 66612<br>(913) 296-3201 | Dr. John J. Conard<br>Executive Officer<br>Board of Regents<br>Merchants Natl. Bank Tower<br>800 Jackson, #1416<br>Topeka, Kansas 66612<br>(913) 296-3421 |
| **Kentucky** | | |
| Honorable Julian M. Carroll<br>Governor of Kentucky<br>State Capitol<br>Frankfort, Kentucky 40601<br>(502) 564-2611 | Mr. James B. Graham<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>Frankfort, Kentucky 40601<br>(502) 564-4770 | Dr. Harry M. Snyder<br>Executive Director<br>Council on Higher Education<br>W. Frankfort Office Complex<br>U.S. 127 South<br>Frankfort, Kentucky 40601<br>(502) 564-3553 |
| **Louisiana** | | |
| Honorable Edwin W. Edwards<br>Governor of Louisiana<br>State Capitol<br>Baton Rouge, Louisiana 70804<br>(504) 342-7015 | Mr. J. Kelly Nix<br>Superintendent of Education<br>State Department of Education<br>Baton Rouge, Louisiana 70804<br>(504) 342-3602 | Dr. William Arceneaux<br>Commissioner of Higher Education<br>State Board of Regents<br>One American Place, #1530<br>Baton Rouge, Louisiana 70825<br>(504) 342-4253 |
| **Maine** | | |
| Honorable Joseph Brennan<br>Governor of Maine<br>State House<br>Augusta, Maine 04330<br>(207) 289-3531 | Vacant<br>Commissioner of Educational and Cultural Services<br>State Department of Education<br>Augusta, Maine 04330<br>(207) 289-2321 | Mr. Patrick E. McCarthy<br>Chancellor<br>University of Maine<br>107 Maine Avenue<br>Bangor, Maine 04401<br>(207) 947-0336 |

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| **Maryland** | | |
| Honorable Harry Hughes<br>Governor of Maryland<br>State House<br>Annapolis, Maryland 21404<br>(301) 269-3901 | Dr. David W. Hornbeck<br>State Superintendent of Schools<br>State Department of Education<br>P. O. Box 8717, BWI Airport<br>Baltimore, Maryland 21240<br>(301) 796-8300 | Dr. Sheldon H. Knorr<br>Commissioner<br>Board for Higher Education<br>16 Francis Street<br>Annapolis, Maryland 21401<br>(301) 269-2971 |
| **Massachusetts** | | |
| Honorable Edward J. King<br>Governor of Massachusetts<br>State House<br>Boston, Massachusetts 02133<br>(617) 727-3600 | Dr. Gregory R. Anrig<br>Commissioner of Education<br>State Department of Education<br>31 St. James Avenue<br>Boston, Massachusetts 02116<br>(617) 727-5700 | Dr. Edward C. McGuire<br>Chancellor<br>Board of Higher Education<br>Park Square Building - Room #326<br>31 Saint James Avenue<br>Boston, Massachusetts 02111<br>(617) 727-5360 |
| **Michigan** | | |
| Honorable William G. Milliken<br>Governor of Michigan<br>State Capitol<br>Lansing, Michigan 48903<br>(517) 373-3400 | Dr. John W. Porter<br>Superintendent of Public Instruction<br>State Department of Education<br>Michigan National Tower Bldg.<br>Lansing, Michigan 48909<br>(517) 373-3354 | Dr. Robert L. Huxol<br>Associate Superintendent<br>Bureau of Higher Education<br>Department of Education<br>P. O. Box 30008<br>Lansing, Michigan 48909<br>(517) 373-6720 |
| **Minnesota** | | |
| Honorable Albert Quie<br>Governor of Minnesota<br>State Capitol, Room 130<br>St. Paul, Minnesota 55155<br>(612) 296-3391 | Mr. Howard B. Casmey<br>Commissioner of Education<br>State Department of Education<br>712 Capitol Square Building<br>550 Cedar Avenue<br>St. Paul, Minnesota 55101<br>(612) 296-2358 | Dr. Clyde Ingle<br>Executive Director<br>Higher Education Coordinating Board<br>550 Cedar Street, Suite 400<br>St. Paul, Minnesota 55101<br>(612) 296-3974 |
| **Mississippi** | | |
| Honorable Cliff Finch<br>Governor of Mississippi<br>State Capitol<br>Jackson, Mississippi 39205<br>(601) 354-7575 | Dr. Charles E. Holladay<br>Superintendent of Education<br>State Department of Education<br>P. O. Box 771<br>Jackson, Mississippi 39205<br>(601) 354-6933 | Dr. E. E. "Tad" Thrash<br>Executive Secretary and Director<br>Board of Trustees of State Institutions of Higher Learning<br>P. O. Box 2336<br>Jackson, Mississippi 39205<br>(601) 982-6611 |

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| **Missouri** | | |
| Honorable Joseph P. Teasdale<br>Governor of Missouri<br>State Capitol<br>Jefferson City, Missouri<br>(314) 751-3222 65101 | Dr. Arthur L. Mallory<br>Commissioner of Education<br>The Jefferson Building<br>P. O. Box 480<br>Jefferson City, Missouri<br>65101<br>(314) 751-4446 | Dr. J. Bruce Robertson<br>Commissioner of Higher Education<br>Department of Higher Education<br>600 Monroe<br>Jefferson City, Missouri 65101<br>(314) 751-2361 |
| **Montana** | | |
| Honorable Thomas L. Judge<br>Governor of Montana<br>State Capitol<br>Helena, Montana 59601<br>(406) 449-3111 | Ms. Georgia Ruth Rice<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>Helena, Montana 59601<br>(406) 449-3654 | Dr. George Bandy<br>Acting Commissioner of Higher Education<br>Board of Regents of Higher Education<br>33 South Last Chance Gulch<br>Helena, Montana 59601<br>(406) 449-3024 |
| **Nebraska** | | |
| Honorable Charles Thone<br>Governor of Nebraska<br>State Capitol<br>Lincoln, Nebraska 68509<br>(402) 471-2244 | Dr. Anne Campbell<br>Commissioner of Education<br>State Department of Education<br>301 Centennial Mall South<br>Lincoln, Nebraska 68509<br>(402) 471-2465 | Dr. William S. Fuller<br>Executive Director<br>Nebraska Coordinating Commission for Postsecondary Education<br>301 Centennial Mall South<br>P. O. Box 95005<br>Lincoln, Nebraska 68509<br>(402) 471-2847 |
| **Nevada** | | |
| Honorable Robert List<br>Governor of Nevada<br>State Capitol<br>Carson City, Nevada 89701<br>(702) 885-5670 | Mr. Ted Sanders<br>Superintendent of Public Instruction<br>State Department of Education<br>400 West King Street<br>Carson City, Nevada 89701<br>(702) 885-5700 | Dr. Donald H. Baepler<br>Chancellor<br>University of Nevada System<br>405 Marsh Avenue<br>Reno, Nevada 89502<br>(702) 784-4901 |
| **New Hampshire** | | |
| Honorable Hugh Gallen<br>Governor of New Hampshire<br>State House<br>Concord, New Hampshire 03301<br>(603) 271- 2121 | Dr. Robert L. Brunelle<br>Commissioner of Education<br>State Department of Education<br>401 State House Annex<br>Room 410<br>Concord, New Hampshire 03301<br>(603) 271-3144 | Dr. James A. Busselle<br>Executive Director<br>New Hampshire Postsecondary Education Commission<br>61 South Spring Street<br>Concord, New Hampshire 03301<br>(603) 271-2555 |

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| **New Jersey** | | |
| Honorable Brendan T. Byrne<br>Governor of New Jersey<br>State Capitol<br>Trenton, New Jersey 08625<br>(609) 292-6000 | Dr. Fred G. Burke<br>Commissioner of Education<br>State Dept. of Education<br>225 West State Street<br>Trenton, New Jersey 08625<br>(609) 292-4450 | Dr. T. Edward Hollander<br>Chancellor<br>Board of Higher Education<br>225 West State Street<br>Trenton, New Jersey 08625<br>(609) 292-4310 |
| **New Mexico** | | |
| Honorable Bruce King<br>Governor of New Mexico<br>State Capitol<br>Santa Fe, New Mexico 87501<br>(505) 827-2221 | Mr. Leonard J. DeLayo<br>Superintendent of Public Instruction<br>State Dept. of Education<br>300 Don Gaspar<br>Santa Fe, New Mexico 87501<br>(505) 827-2282 | Dr. Donald Stuart<br>Acting Executive Secretary<br>Board of Educational Finance<br>1068 Cerrillos Road<br>Santa Fe, New Mexico 87503<br>(505) 827-2118 |
| **New York** | | |
| Honorable Hugh L. Carey<br>Governor of New York<br>State Capitol<br>Albany, New York 12224<br>(518) 474-8390 | Dr. Gordon Ambach<br>Commissioner of Education<br>State Education Department<br>N.Y. State Education Bldg.<br>Washington Avenue<br>Albany, New York 12224<br>(518) 474-5844 | Dr. Dorothy G. Harrison<br>Deputy Commissioner<br>Board of Regents, University of the State of New York<br>State Education Department<br>Albany, New York 12224<br>(518) 474-5851 |
| **North Carolina** | | |
| Honorable James B. Hunt, Jr.<br>Governor of North Carolina<br>State Legislative Building<br>Raleigh, North Carolina 27611<br>(919) 733-5811 | Dr. A. Craig Phillips<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>Education Building<br>800 East Boulevard<br>Raleigh, North Carolina 27602<br>(919) 733-3813 | Dr. William C. Friday<br>President<br>Dr. Roy Carroll<br>Acting Vice President - Planning<br>General Administration<br>University of North Carolina<br>P. O. Box 2688<br>Chapel Hill, North Carolina 27514<br>(919) 933-6981 |
| **North Dakota** | | |
| Honorable Arthur A. Link<br>Governor of North Dakota<br>State Capitol<br>Bismarck, North Dakota 58505<br>(701) 224-2200 | Dr. Howard J. Snortland<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>State Capitol<br>Bismarck, North Dakota 58501<br>(701) 224-2261 | Dr. Kent G. Alm<br>Commissioner<br>Board of Higher Education<br>State Capitol Building<br>Bismarck, North Dakota 58501<br>(701) 224-2960 |

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| **Ohio** | | |
| Honorable James A. Rhodes<br>Governor of Ohio<br>State Capitol<br>Columbus, Ohio 43215<br>(614) 466-3526 | Dr. Franklin B. Walter<br>Superintendent of Public Instruction<br>State Dept. of Education<br>65 South Front Street<br>Room 608<br>Columbus, Ohio 43215<br>(614) 466-3304 | Dr. Edward Q. Moulton<br>Chancellor<br>Board of Regents<br>State Office Tower, 36th Floor<br>30 East Broad Street<br>Columbus, Ohio 43215<br>(614) 466-6000 |
| **Oklahoma** | | |
| Honorable George Nigh<br>Governor of Oklahoma<br>State Capitol<br>Oklahoma City, Oklahoma 73105<br>(405) 521-2342 | Dr. Leslie R. Fisher<br>Superintendent of Public Instruction<br>State Dept. of Education<br>2500 North Lincoln<br>Oklahoma City, Oklahoma 73105<br>(405) 521-3301 | Dr. E. T. Dunlap<br>Chancellor<br>State Regents for Higher Education<br>500 Education Building<br>State Capitol Complex<br>Oklahoma City, Oklahoma 73105<br>(405) 521-2444 |
| **Oregon** | | |
| Honorable Victor Atiyeh<br>Governor of Oregon<br>State Capitol<br>Salem, Oregon 97310<br>(503) 378-3100 | Dr. Verne A. Duncan<br>Superintendent of Public Instruction<br>State Dept. of Education<br>942 Lancaster Drive, N.E.<br>Salem, Oregon 97310<br>(503) 378-3573 | Dr. T. K. Olson<br>Executive Director<br>Oregon Educational Coordinating Commission<br>495 State Street<br>Salem, Oregon 97310<br>(503) 378-3921 |
| **Pennsylvania** | | |
| Honorable Richard Thornburgh<br>Governor of Pennsylvania<br>Main Capitol Building<br>Harrisburg, Pennsylvania 17120<br>(717) 787-2500 | Dr. Robert G. Scanlon<br>Secretary of Education<br>State Department of Public Instruction<br>Box 911, Education Building<br>Harrisburg, Pennsylvania 17126<br>(717) 787-5820 | Dr. Warren Ringler<br>Commissioner for Higher Education<br>State Department of Education<br>P. O. Box 911<br>Harrisburg, Pennsylvania 17126<br>(717) 787-5041 |
| **Puerto Rico** | | |
| Honorable Carlos R. Barcelo<br>Governor of Puerto Rico<br>State Capitol<br>San Juan, Puerto Rico 00901<br>(809) 724-2100 | Dr. Carlos Chardon<br>Secretary of Education<br>Department of Education<br>P. O. Box 759<br>Hato Rey, Puerto Rico 00919<br>(809) 759-1430 | Dr. Luis E. Gonzalez-Vales<br>Executive Secretary<br>Council on Higher Education<br>Box F, UPR Station<br>San Juan, Puerto Rico 00931<br>(809) 765-6590 |

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| **Rhode Island** | | |
| Honorable J. Joseph Garrahy<br>Governor of Rhode Island<br>State House<br>Providence, Rhode Island 02903<br>(401) 277-2397 | Dr. Thomas C. Schmidt<br>Commissioner of Education<br>State Dept. of Education<br>199 Promenade Street, #208<br>Providence, Rhode Island 02908<br>(401) 277-2031 | Dr. Thomas C. Schmidt<br>Commissioner of Education<br>State Dept. of Education<br>199 Promenade Street, #208<br>Providence, Rhode Island 02908 |
| **South Carolina** | | |
| Honorable Richard W. Riley<br>Governor of South Carolina<br>State Capitol<br>Columbia, South Carolina 29211<br>(803) 758-3261 | Mr. Charles G. Williams<br>Superintendent of Education<br>State Dept. of Education<br>1006 Rutledge Building<br>Columbia, South Carolina 29201<br>(803) 758-3291 | Dr. Howard R. Boozer<br>Executive Director<br>Commission on Higher Education<br>1429 Senate Street, Suite 1104<br>Columbia, South Carolina 29201<br>(803) 758-2407 |
| **South Dakota** | | |
| Honorable William J. Janklow<br>Governor of South Dakota<br>State Capitol<br>Pierre, South Dakota 57501<br>(605) 773-3212 | Mr. Thomas C. Todd<br>Superintendent, Division of Elementary and Secondary Education<br>Pierre, South Dakota 57501<br>(605) 773-3243 | Dr. Richard L. Bowen<br>Commissioner of Higher Education<br>Board of Regents<br>Dr. Harris Wollman<br>Secretary of the Department of Education and Cultural Affairs<br>New State Office Building, #3<br>Pierre, South Dakota 57501<br>(605) 773-3455 (Bowen)<br>(605) 773-3134 (Wollman) |
| **Tennessee** | | |
| Honorable Lamar Alexander<br>Governor of Tennessee<br>State Capitol<br>Nashville, Tennessee 37219<br>(615) 741-2001 | Mr. Edward A. Cox<br>Commissioner of Education<br>100 Cordell Hull Building<br>Nashville, Tennessee 37219<br>(615) 741-2731 | Dr. G. Wayne Brown<br>Executive Director<br>Tennessee Higher Education Commission<br>501 Union Building, #300<br>Nashville, Tennessee 37219<br>(615) 741-3605 |
| **Texas** | | |
| Honorable William P. Clements<br>Governor of Texas<br>Capitol<br>Austin, Texas 78711<br>(512) 475-4101 | Dr. Marlin L. Brockette<br>Commissioner of Education<br>Texas Education Agency<br>201 East 11th Street<br>Austin, Texas 78701<br>(512) 475-3271 | Dr. Kenneth H. Ashworth<br>Commissioner<br>Coordinating Board, Texas College and University System<br>P. O. Box 12788, Capitol Station<br>Austin, Texas 78711<br>(512) 475-4361 |

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| **Utah** | | |
| Honorable Scott M. Matheson<br>Governor of Utah<br>State Capitol Building<br>Salt Lake City, Utah 84114<br>(801) 533-5231 | Dr. Walter D. Talbot<br>Superintendent of Public Instruction<br>State Board of Education<br>250 East, 500 South<br>Salt Lake City, Utah 84111<br>(801) 533-5431 | Dr. Terrel H. Bell<br>Commissioner and Executive Officer<br>State Board of Regents<br>807 East South Temple, Suite 204<br>Salt Lake City, Utah 84102<br>(801) 533-5617 |
| **Vermont** | | |
| Honorable Richard A. Snelling<br>Governor of Vermont<br>State House<br>Montpelier, Vermont 05602<br>(802) 828-3333 | Mr. Robert A. Withey<br>Commissioner of Education<br>State Dept. of Education<br>State Office Building<br>Montpelier, Vermont 05602<br>(802) 828-3135 | Dr. Richard E. Bjork<br>Chancellor<br>Vermont State Colleges<br>P. O. Box 349<br>Waterbury, Vermont 05676<br>(802) 864-0241<br><br>Dr. Lattie F. Coor<br>President<br>University of Vermont<br>Waterman Building<br>85 South Prospect Street<br>Burlington, Vermont 05401<br>(802) 656-3186<br><br>Dr. David M. Otis<br>Executive Director<br>Vermont Higher Education Planning Commission<br>Pavilion Office Bldg. - 5th Floor<br>Montpelier, Vermont 05602<br>(802) 828-2376 |
| **Virginia** | | |
| Honorable John N. Dalton<br>Governor of Virginia<br>State Capitol<br>Richmond, Virginia 23219<br>(804) 786-2211 | Dr. W. Eugene Campbell<br>Superintendent of Public Instruction<br>State Board of Education<br>P. O. Box 6Q<br>Richmond, Virginia 23216<br>(804) 786-2612 | Dr. Gordon K. Davies<br>Director<br>State Council of Higher Education<br>700 Fidelity Building<br>9th and Main Streets<br>Richmond, Virginia 23219<br>(804) 786-2143 |
| **Washington** | | |
| Honorable Dixy Lee Ray<br>Governor of Washington<br>State Capitol<br>Olympia, Washington 98504<br>(206) 753-6780 | Dr. Frank B. Brouillet<br>Superintendent of Public Instruction<br>State Dept. of Public Instruction<br>Old Capitol Building<br>Olympia, Washington 98504<br>(206) 753-6717 | Dr. C. Gail Norris<br>Executive Coordinator<br>Council for Postsecondary Education<br>908 East Fifth Street<br>Olympia, Washington 98504<br>(206) 753-3241 |

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| **West Virginia** | | |
| Honorable John D. Rockefeller<br>Governor of West Virginia<br>State Capitol<br>Charleston, West Virginia 25305<br>(304) 348-2000 | Dr. Daniel B. Taylor<br>Superintendent of Free Schools<br>State Dept. of Education<br>Charleston, West Virginia 25305<br>(304) 348-3644 | Dr. Ben L. Morton<br>Chancellor<br>West Virginia Board of Regents<br>950 Kanawha Boulevard, East<br>Charleston, West Virginia 25301<br>(304) 348-2101 |
| **Wisconsin** | | |
| Honorable Lee S. Dreyfus<br>Governor of Wisconsin<br>State Capitol<br>Madison, Wisconsin 53702<br>(608) 266-1212 | Dr. Barbara S. Thompson<br>Superintendent of Public Instruction<br>State Department of Public Instruction<br>Wisconsin Hall, 126 Langdon Street<br>Madison, Wsiconsin 53702<br>(608) 266-1771 | Dr. Edwin Young<br>President<br>University of Wisconsin<br>1700 Van Hise Hall<br>Madison, Wisconsin 53706<br>(608) 262-2321 |
| **Wyoming** | | |
| Honorable Ed Herschler<br>Governor of Wyoming<br>State Capitol<br>Cheyenne, Wyoming 82002<br>(307) 777-7434 | Ms. Lynn O. Simons<br>State Superintendent of Public Instruction<br>State Dept. of Education<br>Hathaway Building<br>Cheyenne, Wyoming 82002<br>(307) 777-7673 | |

The Education Commission of the States is a nonprofit organization formed by interstate compact in 1966. Forty-seven states, American Samoa, Puerto Rico and the Virgin Islands are now members. Its goal is to further a working relationship among governors, state legislators and educators for the improvement of education. The commission offices are located at Suite 300, 1860 Lincoln Street, Denver, Colorado 80295.

It is the policy of the Education Commission of the States to take affirmative action to prevent discrimination in its policies, programs and employment practices.